



MEMORANDUM



To: Mayor & Aldermen
Chatham County Commissioners

From: Michael B. Brown, City Manager
via Savannah-Chatham Metropolitan Police Department Policy Committee
(Mayor Otis Johnson, County Commission Chairman Pete Liakakis, County Manager Russ Abolt)

Date: March 31, 2010

Re: Selection of Police Chief Finalist

The recruitment and selection process for the SCMPD police chief is nearing completion. At the outset, we presented a plan to hire a chief with a high level of competency and with the capability to lead the department and the community to the next level of public safety.

This report describes the search process that we have followed and the competencies and work agenda that we have considered as we have narrowed our field of candidates. Under the SCMPD City and County Agreement, the City Manager makes the selection of the chief in consultation with the County Manager and with the participation of the Policy Committee. This process has been followed fully in this case. We have thoroughly vetted the candidates and, at the same time, have carefully prepared a very diligent work program for the department.

Search Process

The following steps were undertaken to ensure that the recruitment process has been diligent.

- A timeline was established for the recruitment process.
- The position was advertised nationwide in trade magazines, newspapers, and with policing organizations such as the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Professionals (NOBLE), the Police Executive Research Forum (PERF), the International City and County Management Association (ICMA), and the National Forum for Black Public Administrators (NFBPA).
- After a review of applications and resumes by the City Manager, County Manager, and a staff steering committee, the applicant pool, which consisted of over 90 applicants, was narrowed to nine potential candidates.
- The nine applicants were interviewed by City Manager Michael Brown and County Manager Russ Abolt, and the staff steering committee.
- Background checks were conducted of the nine highly qualified applicants.

- The Policy Committee further narrowed the field to five semi-finalists who had extensive and varied backgrounds and experience in policing.

SCMPD Work Program

A great deal of focus has been placed upon who will be our next police chief. However, it is equally important that we focus on the work agenda of the entire police department working with the entire community. Therefore, we have prepared a comprehensive set of strategies in order to further reduce crime in the City of Savannah and unincorporated Chatham County.

This work agenda will be the responsibility of the new chief. The components of the work program have been used to evaluate the semi-finalists and to select the finalist. The components of the work program are as follows:

- Improvements in command staff leadership
- Addressing issues that impact repeat offenders
- Civilianization of administrative functions
- Engaging the community
- Combating drugs, gangs, and gun violence to further reduce crime

This work program has been reviewed in detail with Interim Chief Willie Lovett. He fully understands and agrees with this work program and is prepared to fully implement it.

Designation of Sole Finalist for the Position of Chief of Police

After careful review of the semi- finalists and of the police program, Interim Chief Willie Lovett has been selected as the sole finalist for the position of chief. This choice was based on the following accomplishments:

- He has 36 years of service with the Savannah/Chatham County Metropolitan Police Department.
- He was born and raised in Savannah.
- He has held a number of positions within the department, including command positions: Sergeant, Captain, Major, Assistant Chief, and Interim Chief.
- He has moved through the ranks of the department from officer to Interim Chief.
- He has been Assistant Chief from 2006 to 2009.
- He has served twice as Interim Chief in 2005 and after the resignation of Chief Michael Berkow in October, 2009.
- He has played a role in the significant improvements made within the department during the tenure of former Chief Michael Berkow, especially with crime presently down at 35%.

Summary

Based on this very thorough recruitment and selection process, the City Manager, the Policy Committee and, in consultation with the County Manager, fully support this selection of Willie Lovett as sole finalist. This designation is as required by State law in order for a final appointment to be made. We would expect that after a two-week posting, Willie Lovett would be appointed as the permanent chief of police for the Savannah/Chatham Metropolitan Police Department.

Attachment

SCMPD POLICE CHIEF WORK AGENDA (Goals and Objectives)

COMMAND STAFF

Develop and support a high performing Command Staff.

- Assess the current command staff for retention in current rank/position by way of a 360 degree evaluation and an assessment center.
- Develop a performance improvement plan.
- Develop a leadership development plan that will:
 - Encourage promotions.
 - Institute outside recruitment.
 - Use / develop university training programs.
 - Provide for accountability for attendance and successful completion of training
 - Competency self-testing and development.
 - Focus on diversity in learning styles, ethnicity and gender.
- Rotate command staff personnel periodically as a developmental tool.
- Develop a plan to foster unity and cohesiveness within the organization.

REPEAT OFFENDERS

Prepare a strategic action plan that will measure and include initiatives that will reduce crimes committed by repeat offenders.

- Create a repeat offender data base tracking system.
- Investigate electronic monitoring systems to determine if a real time data mapping system can be created.
- Investigate outstanding warrant services to determine if a data mapping system can be created and initiate an intra agency task force.
- Evaluate and recommend program changes in the Ceasefire partnership with the US Attorney's office, the DEA, and the ATF.
- Complete the evaluation of the effectiveness of the Savannah Impact program.

CIVILIANIZATION

Achieve maximum civilianization.

- Hire a civilian as Chief of Staff, Chief Operating Officer or comparable position reporting directly to the Chief of Police.
- Conduct an assessment of all support positions to identify if these positions should be filled by a civilian or law-enforcement personnel. All positions in the following areas should be considered: budget, records, property, forensics, human resources and accreditation.
- Investigate street positions that possibly could be staffed by a civilian such as crime scene technicians, traffic accident investigators, etc.
- Support the proposed Central Services Pilot Project.

COMMUNITY ENGAGEMENT

Establish a formal program of Community Engagement and present a strategic plan.

- Identify best practices for Community Engagement and compare current programs with the best practices. This plan will be reviewed annually and must include:
 - Citizen advisory groups at the precinct and chief level.
 - Use of internet, electronic media, twitter, Myspace, Facebook, etc.
 - CompStat information shared with the community.
 - Citizen police academies.
 - Active engagement of ALL members of the Command Staff.
- Develop a partnership with the District Attorney to include joint efforts on news releases, status of cases, and new initiatives, etc.
- Foster and develop collaboration and communication channels utilizing the MPD and juvenile officers, with groups involved with youth, such as Youth Futures Authority, Savannah/Chatham County Public School System, and other agencies, to address social issues such as education, truancy, and juvenile crime.

DRUGS, GANGS, & GUNS (CNT)

Prepare a strategic plan to reduce the level of drugs, gangs and guns in the community.

- Convene a summit on crime in Savannah and Chatham County to define the problem, formulate an action agenda and identify outcome measures.
- Provide an annual report card that provides the community information on progress, problems, status of the efforts that keeps the community informed and engaged.
- Align CNT policies and practices with the Metropolitan Police Department.
- Create a "Narcocide" investigation protocol using CNT and MPD officers to jointly investigate all drug related homicides. .
- Prepare a data map that is continually updated for drug offenses, locations, etc.
- Develop a CNT/MPD intervention plan which should clearly designate who is responsible for street sales, mid-level activity, and upper level interdiction that has a clear de-confliction strategy.
- Include a goal to identify the relationships between guns, drugs and gang activity that will support prosecutions, as part of the anti drug crime reduction strategy.
- Organize a centralized command center for sharing all crime and drug intelligence in the county.
- Implement daily contact between all municipalities and CNT to enhance effectiveness and cooperation.
- Evaluate collaborative drug enforcement with the FBI, the DEA, and the ATF.

Chief of Police

Michael B. Brown, City Manager